

Is burnout a problem in your business?

A checklist for HR and People leaders

Why this guide

Most organisations are trying to reduce stress, and few are sure it is working. CIPD's 2025 survey found 64% of organisations are taking steps to identify and reduce stress, but only 50% believe their efforts are effective ([CIPD, Health and Wellbeing at Work 2025](#)).

This checklist takes about 15 minutes. It helps you see what to look out for, what to measure, and whether what you have in place prevents burnout or only responds to it. It is a prompt for discussion, not a diagnosis.

What to look out for

Burnout rarely arrives as one signal. Look for several at once, in the same team.

In your data

- ☐ Short-term absence rising in a team or function, or repeat absence from the same people
- ☐ Resignations clustering in one team, or among your strongest performers
- ☐ Employee voice scores falling on workload or manager support
- ☐ Performance dipping in people who were consistently strong
- ☐ Long-term absence where the reason is stress or mental ill health. CIPD reports mental ill health as by far the top cause of long-term absence ([CIPD, Health and Wellbeing at Work 2025](#)).

In behaviour, what managers notice

- ☐ Someone has become quieter or more withdrawn
- ☐ Someone who used to put their hand up has stopped
- ☐ Longer hours, less output
- ☐ More irritable, cynical or short with colleagues
- ☐ Someone seems to have lost the spark that made them good at the job

How to measure

Pick four measures, record today's figures before you change anything, and review them on a schedule. Without a baseline you cannot show movement later.

Measure	Where it lives	Review
Voluntary attrition, by team	HR system	Quarterly
Regretted leavers: strong performers who resign	Exit data	Quarterly
Short- and long-term absence, by team and reason	HR or payroll	Monthly
Employee voice scores on workload and manager support	Engagement survey	Each survey

Where the pressure sits

Most of what organisations offer, such as counselling and wellbeing days, helps after the damage is done. Prevention starts with the pressures below. Tick each one that is true in your business today.

- ☐ **Load:** employees are telling us workload is too high, or there is stress around doing more with less, including expectations around AI
- ☐ **Recovery:** people regularly work evenings or weekends and find it hard to switch off
- ☐ **Boundaries:** there are no agreed norms for after-hours messages and availability
- ☐ **Meaning:** strong performers are still delivering, but the wins no longer seem to land. They look flat or distant
- ☐ **Managers:** they are not yet trained, or given the time, to spot signals and open the conversation. CIPD found just 60% of managers say they have the training and 59% the time to manage their people well (CIPD, [Good Work Index 2025](#)).

What to do next

As a rule of thumb, if you ticked three or more of the five items above, the pressure is probably getting in and a conversation is worth having. If several signals from the first checklist sit in one team, start there.

Still. runs a four-week Planning Phase that shows where burnout is showing up in your business, what it costs, and whether acting makes sense. If the evidence does not support a programme, we will say so.

NEXT STEP

To talk it through, get in touch

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